

Message Text

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ACTION EUR-12

INFO OCT-01 ISO-00 AID-05 CEA-01 CIAE-00 COME-00 EB-07

EA-06 FRB-03 INR-07 IO-10 NEA-10 NSAE-00 OPIC-03

SP-02 TRSE-00 CIEP-01 LAB-04 SIL-01 OMB-01 STR-04

OIC-02 PA-01 PRS-01 USIE-00 MMS-01 ABF-01 PER-01

EURE-00 SSO-00 NSCE-00 INRE-00 /085 W

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O 021657Z JUL 75

FM USMISSION OECD PARIS

TO SECSTATE WASHDC IMMEDIATE 0903

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E.O. 11652: N/A

TAGS: OECD, AFSP, EGEN

SUBJECT: MISSION STAFFING REQUIREMENTS

REF: A) OECD PARIS 16403, B) STATE 035356

1. I ASSUME THAT THE DEPARTMENT IS GIVING CAREFUL
CONSIDERATION TO THE MISSION'S STAFFING PROPOSALS
CONTAINED IN OUR RECENT POLICY ASSESSMENT (REF A) IN
WHICH WE POINTED OUT THAT WE NEED ADDITIONAL STAFF
RESOURCES IN FOUR AREAS IF WE ARE TO KEEP UP WITH OUR
MARKEDLY EXPANDED WORKLOAD. IN THIS MESSAGE I WISH TO
DRAW ATTENTION TO THE MOST IMMEDIATELY PRESSING OF OUR
STAFF PROBLEMS -- THE TREASUHY SECRETARIAL POSITION
WHICH IS PRESENTLY DUAL-ENCUMBERED. I STRONGLY URGE
THE DEPARTMENT TO RECONSIDER THE DECISION CONTAINED
IN REF B AND APPROVE THE SECOND TREASURY SECRETARIAL
POSITION ON A PERMANENT BASIS.

2. THE DEPARTMENT'S DECISION TO ALLOW THE DUAL INCUMBAH-
CY OF THE TREASURY SECRETARIAL POSITION ON A TEMPORARY
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BASIS HAS BEEN GREATLY APPRECIATED SINCE THE VOLUME

OF SECRETARIAL WORK IN THE BUSY ECONOMIC/FINANCIAL UNIT HAS DEMONSTRATED THE ABSOLUTE NEED FOR A THIRD SECRETARY IN THAT SECTION. SINCE THE SECRETARIES IN ALL OTHER SECTIONS OF THE MISSION ARE ALREADY FULLY COMMITTED AND PERFORM A SIGNIFICANT AMOUNT OF OVERTIME WORK, I DO NOT FEEL WE CAN MAKE ANY FURTHER INTERNAL SHIFTS. IN THIS CONNECTION, I HAVE CONSIDERED CAREFULLY THE COMMENTS MADE DURING THE 1974 FOREIGN SERVICE INSPECTION ON THE HIGH RATIO OF SECRETARIES TO SUBSTANTIVE OFFICERS IN THE MISSION AND ON THE NEED FOR THREE SECRETARIES IN THE EXECUTIVE SECTION. WHILE THESE COMMENTS MAY HAVE BEEN VALID DURING A PERIOD OF LESS ACTIVITY AND IN THE ABSENCE OF A CHIEF OF MISSION, THE SITUATION HAS BEEN ALTERED CONSIDERABLY SINCE MY ARRIVAL AND OUR ASSUMPTION OF NEW AND GREATLY EXPANDED RESPONSIBILITIES. MOREOVER, IT APPEARS TO ME THAT THE DEPARTMENT'S ANALYSIS OF OUR STAFFING NEEDS IS BASED PRIMARILY ON THE OPERATIONS OF A NORMAL EMBASSY AND HENCE FAILS TO TAKE SUFFICIENT ACCOUNT OF THE EXTENT TO WHICH THE FUNCTIONS OF A PERMANENT MISSION TO AN INTERNATIONAL ORGANIZATION DIFFER FROM THOSE OF A BILATERAL MISSION.

3. FIRST, THE DEPARTMENT'S ANALYSIS SEEMS TO ASSUME THAT OUR SECRETARIES WORK ONLY FOR MISSION OFFICERS. THIS ARGUMENT IGNORES THE FACT THAT IN ADDITION TO ASSISTING THE WORK OF THE PERMANENT MEMBERS OF THE MISSION OUR SECRETARIES MUST PROVIDE FULL SUPPORT TO WASHINGTON DELEGATIONS PARTICIPATING IN OECD MEETINGS AND CONFERENCES. DURING THE PERIOD OCTOBER 1, 1974 (THE FIRST FULL MONTH OF THE CURRENT OECD WORK YEAR) TO MAY 31, 1975 (THE LAST DATE FOR AVAILABLE STATISTICS) THE MISSION RECEIVED 592 DELEGATES PARTICIPATING IN A TOTAL OF 188 MEETINGS. THIS IS A SIGNIFICANT INCREASE OVER THE COMPARABLE PERIOD LAST YEAR WHEN WE HAD 445 DELEGATES ATTENDING 141 MEETINGS. THESE DELEGATIONS ARE INCREASINGLY HEADED BY SENIOR POLICY OFFICIALS AND IN THIS REPRESENTATIVE PERIOD WE HAVE RECEIVED 84 OFFICIALS OF DEPUTY ASSISTANT SECRETARY LEVEL AND ABOVE.

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4. FOR ALMOST ALL OF THESE DELEGATIONS PARTICIPATING IN IMPORTANT INTERNATIONAL MEETINGS THE MISSION MUST PREPARE BACKGROUND PAPERS AND DOCUMENTS, AND ASSIST IN PRODUCING POSITION PAPERS, STATEMENTS AND LENGTHY REPORTING CABLES, MANY OF THEM DRAFTED BY VISITING DELEGATES AFTER HOURS. PARTICULARLY IN THE CASE OF SENIOR OFFICIALS WHO MUST CONTINUE TO PERFORM THEIR OVERALL DUTIES WHILE IN PARIS, WE OFTEN HAVE TO PROVIDE VISITING DELEGATES WITH

TIME-CONSUMING SECRETARIAL SUPPORT FOR WORK TOTALLY UNRELATED TO THEIR ACTIVITIES AT THE OECD. IT SHOULD BE NOTED THAT DURING MY TENURE AT THE OECD NO SECRETARIES HAVE BEEN SENT WITH ANY DELEGATIONS EXCEPT THOSE WHO ACCOMPANIED SECRETARIES KISSINGER AND SIMON TO THE MAY 2975 MINISTERIAL MEETING. OUR PHYSICAL SEPARATION FROM THE EMBASSY ALSO ADDS SIGNIFICANTLY TO THE WORKLOAD OF OUR SECRETARIES SINCE THEY MUST TRAVEL AT LEAST THIRTY

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EA-06 FRB-03 INR-07 IO-10 NEA-10 NSAE-00 OPIC-03

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OIC-02 PA-01 PRS-01 USIE-00 MMS-01 ABF-01 PER-01

EURE-00 SSO-00 NSCE-00 INRE-00 /085 W

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MINUTES EACH WAY TO OBTAIN SERVICES WHICH ARE READILY AVAILABLE AT THE EMBASSY (SUCH AS AIRLINE TICKETING, ETC.) AND TO COLLECT AND DELIVER IMMEDIATE TELEGRAMS WHICH DO NOT FIT THE TIME FRAME OF THE REGULAR EMBASSY MESSENGER SERVICE.

5. THE RAPID EXPANSION IN THE MISSION'S ROLE AS WELL AS THE GREATER FREQUENCY OF HIGH-LEVEL VISITORS HAVE BEEN REFLECTED IN A 40.4 PERCENT INCREASE IN OUR

TELEGRAPHIC WORD COUNT FOR THE PERIOD OCTOBER 1, 1974 TO MAY 31, 1975 AS COMPARED TO THE SAME PERIOD OF THE PREVIOUS YEARS. THE RECENT OVERTIME STATISTICS FOR MISSION SECRETARIES ALSO SHOW A CONSIDERABLE INCREASE OVER THE PREVIOUS YEAR. DURING THE FIRST FIVE MONTHS OF 1975, OUR AMERICAN SECRETARIES PERFORMED 574 HOURS OF OVERTIME WORK (255 HOURS OF PAID OVERTIME, 199 HOURS OF COMPENSATORY TIME AND 120 HOURS OF VOLUNTARY OVERTIME). FOR THE SAME PERIOD IN 1974, THERE WERE 35 HOURS OF PAID OVERTIME AND 132 HOURS OF COMPENSATORY TIME. WE HAVE LIMITED OFFICIAL USE

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TO THE BEST OF OUR ABILITY MAINTAINED OPERATING FLEXIBILITY SO THAT SECRETARIES CAN BE SHIFTED WITHIN THE MISSION TO MEET PRIORITY NEEDS. NEVERTHELESS, I AM CONVINCED TO MEET PRIORITY NEEDS. NEVERTHELESS, I AM CONVINCED THAT OUR SECRETARIES ARE NOW STRETCHED TO THE LIMIT AND THE MISSION'S SECRETARIAL TASK FORCE UNANIMOUSLY AGREES THAT OUR SECRETARIES CANNOT BE ASKED TO WORK LONGER OR HARDER THAN THEY NOW ARE. TO REDUCE OUR SECRETARIAL WORK FORCE AT THIS TIME WOULD REQUIRE A CONCOMITANT DECISION BY THE DEPARTMENT TO BUDGET FOR REGULAR AND FREQUENT TRAVEL OF SECRETARIES WITH DELEGATIONS TO IMPORTANT MEETINGS. OTHERWISE THE MISSION WILL SIMPLY NOT BE ABLE TO MAKE THE NECESSARY SERVICES AVAILABLE TO THOSE DELEGATIONS.

6. MORE SPECIFICALLY, THE INSPECTORS' COMMENTS ON THE NUMBER OF SECRETARIES IN THE EXECUTIVE SECTION IGNORE THE FACT THAT THE FUNCTIONS OF THE SECRETARY OF DELEGATION AS CONSTITUTED THIS PAST YEAR ARE COMPLETELY DIFFERENT FROM THOSE OF AN EMBASSY STAFF AIDE OR SPECIAL ASSISTANT. AS WE STATED IN OUR COMMENTS ON THE INSPECTION REPORT THE OFFICE OF THE SECRETARY OF DELEGATION PERFORMS SECRETARIAT FUNCTIONS CHARACTERISTIC ONLY OF OTHER DELEGATIONS TO INTERNATIONAL CONFERENCES IN PERMANENT SESSION. IN ADDITION HE HAS SUBSTANTIVE RESPONSIBILITY FOR THE MANY AREAS WHICH TRANSCEND THE MISSION'S NORMAL FUNCTIONAL DIVISIONS, AND HANDLES MUCH OF THE REPORTING OF THE FREQUENT COUNCIL, HEADS OF DELEGATION AND EXECUTIVE COMMITTEE MEETINGS. HE IS RESPONSIBLE FOR ENSURING THE COORDINATION AND TIMELINESS OF ALL MISSION REPORTING. FINALLY, HE IS IN ESSENCE A FULL-TIME "CONTROL OFFICER" WITH OVERALL RESPONSIBILITY FOR SERVICING THE SENIOR DELEGATIONS WHICH COME TO THE OECD WITH INCREASING FREQUENCY. HE COULD NOT PERFORM THESE ESSENTIAL FUNCTIONS WITHOUT A FULL-TIME SECRETARY, AND HIS SECRETARY IS CONSISTENTLY AMONG THE BUSIEST IN THE MISSION.

7. IN SUM, DUE TO STAFF LIMITATIOHS AND THE RAPID EXPANSION OF OUR WORKLOAD, WE OFTEN FIHD OURSELVES VERY HARD-PRESSED TO KEEP UP WITH OUR NECESSARY REPORTING AND LIMITED OFFICIAL USE

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OTHER FUNCTIONS WHILE, AT THE SAME TIME, PROVIDING VISITING DELEGATES WITH THE KIND OF SECRETARIAL SUPPORT THAT THEY NEED TO CARRY OUT THEIR IMPORTAHT RESPOHSIBILITIES. THIS IS PARTICULARLY TRUE IN THE ECONOMIC/FINANCIAL SECTIO SECTION WHICH IS RESPONSIBLE FOR COVERING HIGH PRIORITY AHD RAPIDLY EXPANDING OECD ACTIVITIES, AN EXPANSION WHICH RESULTED FROM INITIATIVES TAKEN AT THE HIGHEST LEVELS OF THE US GOVERNMENT. US PARTICIPATION IN THESE ACTIVITIES SHOULD NOT BE HAHDI-CAPPED BY INADEQUATE SECRETARIAL SUPPORT.

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Message Attributes

Automatic Decaptoning: X
Capture Date: 01 JAN 1994
Channel Indicators: n/a
Current Classification: UNCLASSIFIED
Concepts: PERSONNEL, FOREIGN SERVICE STAFF EMPLOYEES
Control Number: n/a
Copy: SINGLE
Draft Date: 02 JUL 1975
Decaption Date: 01 JAN 1960
Decaption Note:
Disposition Action: RELEASED
Disposition Approved on Date:
Disposition Authority: MorefiRH
Disposition Case Number: n/a
Disposition Comment: 25 YEAR REVIEW
Disposition Date: 28 MAY 2004
Disposition Event:
Disposition History: n/a
Disposition Reason:
Disposition Remarks:
Document Number: 1975OECDP17198
Document Source: CORE
Document Unique ID: 00
Drafter: n/a
Enclosure: n/a
Executive Order: N/A
Errors: N/A
Film Number: D750229-0689
From: OECD PARIS
Handling Restrictions: n/a
Image Path:
ISecure: 1
Legacy Key: link1975/newtext/t19750791/aaaaddxe.tel
Line Count: 243
Locator: TEXT ON-LINE, ON MICROFILM
Office: ACTION EUR
Original Classification: LIMITED OFFICIAL USE
Original Handling Restrictions: n/a
Original Previous Classification: n/a
Original Previous Handling Restrictions: n/a
Page Count: 5
Previous Channel Indicators: n/a
Previous Classification: LIMITED OFFICIAL USE
Previous Handling Restrictions: n/a
Reference: 75 OECD PARIS 16403, 75 STATE 035356
Review Action: RELEASED, APPROVED
Review Authority: MorefiRH
Review Comment: n/a
Review Content Flags:
Review Date: 14 MAY 2003
Review Event:
Review Exemptions: n/a
Review History: RELEASED <14 MAY 2003 by ShawDG>; APPROVED <15 MAY 2003 by MorefiRH>
Review Markings:

Margaret P. Grafeld
Declassified/Released
US Department of State
EO Systematic Review
06 JUL 2006

Review Media Identifier:
Review Referrals: n/a
Review Release Date: n/a
Review Release Event: n/a
Review Transfer Date:
Review Withdrawn Fields: n/a
Secure: OPEN
Status: NATIVE
Subject: MISSION STAFFING REQUIREMENTS
TAGS: AFSP, EGEN, OECD
To: STATE
Type: TE
Markings: Margaret P. Grafeld Declassified/Released US Department of State EO Systematic Review 06 JUL 2006